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ABSTRACT

This working outline provides a detailed plan and background information for conference participants, who were assigned to assist the government and an institution in one of four developing countries in planning for the establishment and/or strengthening of a system's information capabilities over a 10-year period. These projects were: (1) the Eastern Islands Agricultural Education Project (Indonesia); (2) Library of the University of Jordan (Amman, Jordan); (3) Geological Survey Department Library (Maseru, Lesotho); and (4) Library of the Regional University of Kordofan (El Obeid, Sudan). Materials provided for each working group include a description of the project, an overview of the environment, the goals of the project, and a detailed outline of the preliminary plan of action, including the identification of the critical elements that will be necessary for the establishment, operation, and sustainability of the assigned library; an identification of the information needed and how it can be obtained; and an outline of the plan to be developed by that group. (MAB)

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INTERACTIVE SESSION:

U.S. & DEVELOPING COUNTRIES:

A 2-WAY STREET

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REPORT OF AN INTERACTIVE SESSION HELD AT THE THIRD NATIONAL CONFERENCE ON LIBRARIANS AND INTERNATIONAL DEVELOPMENT, APRIL 28-30, 1991, CORVALLIS, OREGON.

BEST COPY AVAILABLE

U.S. & Developing Countries: A 2-Way Street

Date and Time: Monday 8:30 a.m. - 12:00 p.m.

Objectives:

1) Participants will assist the government and the institution to plan a library information capability that is appropriate to the needs of the institution and that is feasible and sustainable.

2) Participants will learn about and share experiences and understandings that will enhance their capabilities to assist in the design of library and information systems appropriate to the developing countries.

Task Description:

1) You will be divided into small working groups to work on one of four "real" libraries in a developing country.

2) Given the information provided about your library, develop a plan for a project to establish and/or strengthen information capabilities to meet the needs over the next 10 years.

3) In order to design a plan to meet the needs of the institution it serves and to develop the capabilities of the library:

   a) Identify the critical elements which will be necessary for the establishment, operation, and sustainability of your assigned library in its country setting.
   b) What information do you need to know and how will you obtain it.
   c) Develop the outline of a plan to strengthen the capabilities of your assigned library.
   d) Present your working group plan in 5 minutes to the group as a whole.

Organization of Working Groups:

1) You will be assigned a working group to address a specific library.

2) Select a "recorder" to record the information generated by your group on flip charts.

3) Select a discussion leader to lead the discussion of the group.

4) Be prepared for the discussion leader to present the groups information during the plenary session.

5) You will have 1 hour to develop the information and 5 minutes to present it to the plenary session.

6) There will be 30 minutes for general discussion during the plenary session after all groups have presented their reports.

EASTERN ISLANDS AGRICULTURAL EDUCATION PROJECT

INDONESIA

THE PROJECT

The Eastern Islands Consortium of ten universities is interested in developing linkages between the members' libraries as well as improving library services, staff, collections and facilities at the individual institutions. There is money in the project budget for a short-term library consultant, purchase of library materials and staff training. Design a plan to address these expectations for this five-year project.

THE ENVIRONMENT

The Eastern Islands Region, as established by the Directorate General of Higher Education, stretches in a east-west direction over 2,000 miles. The ten member institutions are located at the following sites: Samarinda, Banjarmasin, Ujung Pandang, Palu, Manado, Kendari, Ambon, Manokwari and Jayapura. The oldest (1956) has 14,500 students and over half a million books in the library's collection; the newest (1981) has 6,000 students and 20,000 volumes.

The goals of the overall project of which this is a component are to increase the effectiveness of the Eastern Islands Consortium, and through the Consortium, to upgrade the agricultural and supporting programs of the member institutions. This will enable the member institutions to provide the leadership and trained manpower for agricultural research and extension activities needed in the rural development of Eastern Indonesia.

INDONESIA 1

PRELIMINARY PLAN OF ACTION:

Before/During

1. Determine Perceived Need
   A. Staff
   B. Users
   C. Documentation of Current Situation
2. Who Are To Be Our Contacts

A. CRITICAL ELEMENTS:

1. State Needs As We See Them
2. Review Means of Gaining Information
3. Infrastructure
   Financial
   Technological
   Human Resources
   Institutional
   Political
   Social-Cultural
4. Communication Methods

B. NEEDED INFORMATION (What and How):

1. Present Effectiveness
2. Problem Areas:
   Language, Social, Geog.
3. Audience(s) (User Assessment)
4. Finances (Present & Future)
5. Resources: Human & Material (TOTAL)
6. Goals
7. Where Does Our Plan Fit Into Economic Planning

C. OUTLINE OF PLAN:

A. People: How Train, Influence, etc.
   1. Decision Makers - Planners
   2. Recognition of Need
   3. Staff
   4. Users
B. Resources
   1. How Money is to be Allocated
   2. Administrative, Political and Economic Structures for Carrying out Plan
C. Timing/Phasing
D. Assessment: Formative and Summative

INDONESIA 2

1- Info Needed & How Obtained
a- Nat'l Dev. Goals?
Long Term Goals

1- Directorate of Education/Ministry of Agriculture
2- Consortium Goals

b- Lib Environment
1- Current Status, incl. Organization
2- Feasibility of Technology

c- Define Clientele
Assess Needs:
Longer-
Mid-
Short-Term

d- Sustainability
1- Training/Staffing
2- Budget?
3- Appropriate Technology
4- Teach Strategic Planning
5- Communication Network
6- Collection Development
7- Standards (Nat'l; Int'l)

2- Context, Geographical; Social; Economic

3- Specific Preparations for Country Stay
a- Social Environment
b- Language
c- Meet Nationals "Here"
d- Talk to Previous Workers

LIBRARY OF THE UNIVERSITY OF JORDAN

AMMAN, JORDAN

THE PROJECT

Develop plans for the next ten years to strengthen and sustain the information capabilities of the University of Jordan Library.

THE ENVIRONMENT

The University of Jordan is the largest university in Jordan with a student population of about 12,000. Many of the faculty have advanced degrees, including doctorate degrees from Western institutions. The university offers several masters degrees and a limited number of PhDs. Within the last decade the national government decided to establish two additional state-supported universities, one north of Amman and one to the south. The country's resources for higher education are limited.

There is currently a relatively large library system at the university with one main library and at least one "departmental" library. Staffing includes both professional librarians and support staff--some of the professional staff have received educational degrees at Western institutions. The collection is "basic," but aging.

JORDAN 1

NEED TO KNOW:

1.a. Organization & structure of university and position of library
  b. Who are the important players?
  c. Funding?
  d. Mission (what is relation to economic devel.?)
2. Organization and practices of library (e.g. cataloging, mission, funding, collection development, etc.)
3. Define "information capabilities" (What are expectations?)
4. Technical capabilities? (communication infrastructure, computers, etc.)
5. Cultural characteristics - language, women
6. What other resources are available in Jordan?
7. Networks? Networking?

CRITICAL ELEMENTS:

1. Human Resources
   a. level of staffing
   b. training & education
   c. turnover/transiency
      system of staffing; use of foreign experts
2. Materials - language/s used, availability, collection development & acquisitions
3. Physical planning - facilities, environmental conditions
4. Budget - where will money go?
5. Policy = collection/curriculum
6. Delivery - what & to whom?
7. Resource - sharing philosophy
8. Political structure - formal & informal

HOW TO GET ANSWERS (in one month):

1. Call everyone you know who knows anything about Jordan
2. ERIC & other database searches
3. Read reports - esp. USAID
4. Contact in Jordan? - follow protocol for relationships
5. Contact with AID pre-planning group
6. RFP from donor agency

THE PLAN:

1. Needs assessment
2. Inventory of critical elements
3. Goal definition & timeline
4. Ongoing evaluation

Sustaining Requirements:

1. Local support & "buy-in"
2. Training at several levels

3. Funding - including beyond the life of the project - progressive cost-sharing with host
4. Make the project indispensable

JORDAN 2

CRITICAL ELEMENTS:

Political Situation
- Relations between Univ. of Jordan and 2 new univs.
- Role of Univ. of Jordan

Infrastructure
- Power, transportation, telecommunications

Economics
- Financial resources

Cultural Constraints Affecting Operation
- Plan to assist the gov't
- Who are the key players? How do they interact?
- Curriculum model
- Expand relation with other countries in the face of failing resources from alliance in the Gulf War

What will be the focus of the 2 new libraries

Information:

- Linkage between the main and regional university libraries
- Languages - is there a common language - question of access
- Use computer to catalog?
- Infrastructure - maintenance, supplies, electricity, environment, courier, acquisitions, postal
- Where do they want to go
- Faculty degrees from West - shared foundation
- Political
- Acceptability of currency around the world
- Which ministry? and talk to him
- Advocates with the university
- Relationship with USAID
- Skills to do strategic planning
- Economics
- What is the goal of the library
- What is the curriculum - collection development plan
- Who's using the collection
- Does the community have access
- Formats of materials
- What aspects of support do they need
- Physical plant
- Inventory strengths and build on them
- Oversight and periodic evaluation
- Institutionalize "hard choices" with one library

QUESTIONS TO BE ASKED:

1. Curriculum plans

2. Funding source
   a. in-country
   b. donor agencies
3. Goal of Univ. of J. Library
   a. long term
   b. short term
4. Who uses library
5. How is it used
6. Formats that can be utilized
7. Abilities of Univ. of Jordan library staff
8. How materials are obtained
9. Hard currency impact
10. Policies RE: sharing, development
11. Plans already in place
12. How collection is accessed
13. Condition of collection
14. Preservation possibilities

PLAN:

1. Train local staff to do strategic planning
2. Assessment
   A. Collection
      1. strengths
      2. weaknesses
   B. Staff
      1. abilities
      2. continuing education goals
3. Evaluate possibility for resource sharing
4. Establish faculty/staff exchanges
5. Establish time lines
6. Determine possible sources of funds and resources
   A. Continuing Govt. Sources
   B. Private Sources
   C. Int'l. Agencies
7. Institutionalize planning and decision making processes
8. Periodic & continuing evaluation of project
9. Request computers from corporations
10. Students work as interns to convert collection to machine readable form

GEOLOGICAL SURVEY DEPARTMENT LIBRARY

MASERU, LESOTHO

THE PROJECT

The government of Lesotho wishes to develop a library in the Geological Survey Department which would better support the country's major industry of diamond mining.

THE ENVIRONMENT

Lesotho is a small mountainous country which is completely land locked and surrounded by the Republic of South Africa. The Geological Survey Department is located in the capital city of Maseru in the Caledon lowlands, but the major mining operations are located in the mountains.

The Head of the Geological Survey Department, a mining engineer, has been charged with developing a library that can respond to the needs of the mining industry.

Lesotho's mining industry has been failing especially as compared to its more successful neighbor, South Africa. Although the National Library has been able to provide some support to the industry, it has been insufficient to meet the needs.

LESOTHO 1

CRITICAL ELEMENTS:

- decide what questions to ask
- need good communication with person(s) in the country before you get there.
- physical info
- what is in national lib.
- what do other countries hold
- political situation
- what about the library?
  - collections
  - service

PRINCIPLES OF LIBRARY SERVICE ARE THE SAME, BUT MODIFIED BY COUNTRY

- clientele
- collection
- staff at all levels
- facilities
- access/delivery
- FUNDING - eg subscriptions (ongoing)
- political/economic realities
  - govt
  - institutional

l a n g u a g e

CLIENTELE:

- who?
- rank?
- education?
- language?

COLLECTIONS:

- what is already there?
  - Nat. Lib
    - South Africa
- subject areas - general
  - specialized
  - technical
- appropriate technology
- what supports industry better?

STAFF

- education?
- training?
- what training is available in-country?
- experience?
- command of language(s)?
- other responsibilities in life

FACILITIES:

- building/room suitable for library? (picture?)
- size
- what is in it? books
  equipment
  communication
  electricity?
- where is it?

ACCESS/DELIVERY:

- access to collection?
  classification?
- subject access
  language?
  expertise?
  indexing - manual, electronic?
- transportation
  people coming
  library going (e.g., book mobile?)

FUNDING:

- where from?
- how stable?
- how much?
- who spends library money? (authority)

METHODS:

- interviews
- contact other libns with experience in the country
- literature search
- check accuracy on info when you get there

THE PLAN:

- identify sources of support
- develop marketing strategy
- outline goals and objectives for the project
- establish collection development policy
- develop staff training
  job descriptions
  procedures manuals
- recommend services
  basic
  future development
- develop budget

LESOTHO 2

CRITICAL ELEMENTS

- BACKGROUND RESEARCH
  (government/organizational chart)
- SURVEY OF WHAT EXISTS
- NEEDS ASSESSMENT
  survey business]
  government] organizations in country
  education]
  library]
  identify primary clientele
  characterize as to sociological considerations, literacy, etc.
- SURVEY RESOURCES - Information & Financial]
  local] tempered
  regional] by
  international] cultural
  what kind of infrastructure exists to support delivery/acquisition] awareness

*process: team members responsible for collecting info on these various topics

IDENTIFY UNIQUE NEEDS FOR GEOLOGICAL LIBRARY

PLAN (Cooperative, collaborative partnership to ensure empowerment):

Develop logistical framework
- assign tasks
- establish deadlines
- think in terms of being a catalyst

1.1 Send person to country to scope out infrastructure (establishes reality base for timelines/tasks)
2. List of participants (in-country) cooperatively w/local & regional librarians
3.1 Facilities planning
3.2 Develop core collection title list
4. Obtain local/regional union list
5. Liaison w/local librarians (assumes collection development concerns)
6. Lay groundwork for TRAINING
   - in country
   - send people to be trained in U.S., elsewhere
7. Establish networking mechanisms
   - local
   - regional
   - international

   UNESCO info. conf. e.g., Brussels 10/91

8. BUDGET EXAMINATION
9. Report Writing

LIBRARY OF THE REGIONAL UNIVERSITY OF KORDOFAN

EL OBEID, SUDAN

THE PROJECT

The Regional University of Kordofan is a new educational institution. A small library is being established to support primarily agricultural studies plus selected areas of applied research. The library is in the very early stages of development. Staff size is small as is the collection. Assistance is requested to develop a ten-year plan for this library.

THE ENVIRONMENT

Sudan is the largest country in Africa but is one of the more sparsely populated countries of the world. The illiteracy rate is high. The Kordofan region is a sizeable area in subsaharan Africa. Roads are poor and in some cases there is no transportation.

This new university is on the site of an agricultural experiment station. There will be a formal relationship with the University of Khartoum. The current enrollment is about 200 with a high of 800 expected in the next ten years.

CRITICAL ELEMENTS

budget
communication infrastructure
political
geographic
social - religion, racial, tribal language
infrastructure - lack of roads, etc.
education - high illiteracy rate
economy
physical reality of facilities, staff, existing resources
($, services, etc.) Any equipment systems in place?

To establish a new Library:

identify clientele
languages?
*who are the stakeholders (local & otherwise)?
mission - regional needs
who are the faculty/students?
staffing
who ("local capability")
how will they be trained?

Information we need to know and how will we obtain it?

budget - how will we focus & prioritize resources?
plans of regional ministers, intent
local research interests
*systems for info transfer, book production, etc.
Need to know: internal/external info
where infrastructure support comes from - how stable is it?
how does this Library relate to the central lib. in Khartoum?
percentage of aid and sources of aid
will you be applying info to end user and/or researcher?
existing policies

How:
contact int'l. agencies
literature search
interviews (on-site & pre departure)
contact network of experienced participants from previous planning teams
international information - difficult
look at consultants' reports
cultural info gathering
*develop network of informants
evaluation process

Plan Outline:

A. Budget?
create partnerships of stakeholders

focus on "documentation/info centre" vs. "library"
view project & proposed plan broadly
10 year plan -- need to build in flexibility, options
timeline - is this realistic to attempt? perhaps 3 year (short range) plan w/needs assessment built in

B. Sustainability:
must understand how local culture processes information
local vs. western knowledge
who made the decision to regionalize?
create "local" capability
*stakeholders -- develop partnerships
local
int'l agencies
Khartoum
nat'l agencies, ministries
$ - who is responsible for seeking alternative sources

10-YEAR PLAN OUTLINE

Activities:
create mission statement
fit in with Univ. of Khartoum's plan
needs assessment - (time frame) - 1 month
ongoing "monitoring of your environment" evaluation
identify goals
create/develop acquisitions program (variety of formats)
needs assessment - also ongoing
political climate (external factors)
researchers' needs, role analysis, where do they get their info

SUDAN 2

PREPARATION:

INITIAL PREP
. Local Contacts (Sponsor)
. Other Foreign Agencies
. Human Resources
. Gender Considerations

INSTITUTIONAL CONTEXT
. Relationship to Khartoum
. How Library Relates To University
. University Planning Activities Locally
. Independence of Consultant

PERCEPTION OF CONSULTANT'S ROLE
. Funding
. Expertise
. Integration with Ongoing Effort?
. Relationship to Counterpart
. Qualifications

CRITICAL ELEMENTS:

Tools Availability (immediate vs. remote)
- . Computing (incl Telecomm)
- . Facsimile

Physical and Resource Context (Environment)
- . Power Reliability
- . Climatic Considerations
- . Media Sensitivity
- . Transportation of Materials
- . Other Sources of Support

Staff Qualification and Training
- . Local Computer Support

Collection Description
- . Level of Sophistication
- . Needed Curriculum Support
- . Characteristics of User Needs
  - - Instructional
  - - Research

PLAN:

MINIMUM STARTUP FACILITY (Years 1-3)
. Survey Users Needs
. Training Plan (Existing Staff)
. Identify Distributed Collections
. Develop Political Support
. Local Financial Development

MID-RANGE EXPANSION (Years 4-7)
. Who Plans Out Years (Local Person)?
. Preparation/Training of Local Person (Short-Term)
. Fiscal Support Schedule
. Total Financial Resources
. Facility Expansion
. Renewal & Preservation of Collection

OUTREACH (Years 8-10)
. Staff Expansion
. Planning Next 10 Yrs
. Resource Sharing with Other Regionals
. Evaluation (Consultant)

SUSTAINABILITY:

. Transfer Responsibility
. Staff Continuity (e.g., Short-term Training)
. Clerical Support
. Local Funding Before Project Runs Out
. Political Support in Hands of Local Counterpart
. Relationship of Library to Core Activities at the School